



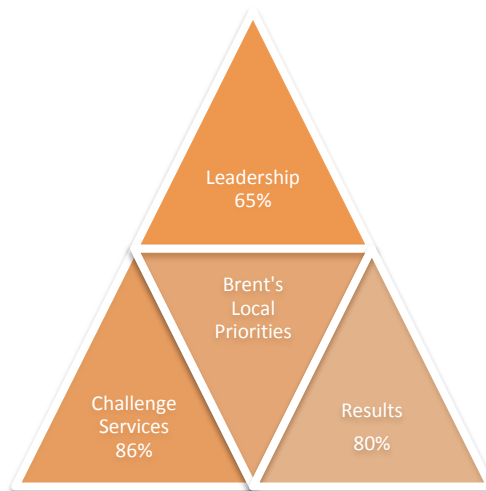
CLeaR Thinking

CLeaR Model Assessment for Excellence in Local Tobacco Control

London Borough of Brent

27th April 2012

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Brent's CLeaR scores as a % of the total available in each domain

CLeaR Assessment Report

CLeaR Context

CLeaR is an improvement model which provides local government and its partners with a structured, evidence-based approach to achieving excellence in local tobacco control.

The model comprises a self-assessment questionnaire, backed by an optional challenge and assessment process from a team of expert and peer assessors. The purpose of the assessment is to test the assumptions organisations have made in completing the questionnaire and provide objective feedback on performance against the model.

The report also provides a number of recommendations (CLeaR Messages) and the assessors suggestions for revised scores accompanied by detailed feedback on specific areas of the model (CLeaR Results). In addition we suggest some resources you may find useful as you progress your work on tobacco control (CLeaR Resources).

CLeaR in Brent

Brent Tobacco Control Alliance invited the CLeaR team to pilot the CLeaR assessment process in Brent as part of the development of the CLeaR model, and in the context of early discussions around revising and updating their tobacco plan.

This report summarises conclusions of the CLeaR Assessment team following a workshop with members of the alliance on 27th April 2012. It sets Brent's challenge in context, providing information on the economic impact of smoking in Brent.

In carrying out the CLeaR assessment we built on Brent's own insights into areas that needed improvement, as recognised through their self-assessment questionnaire.

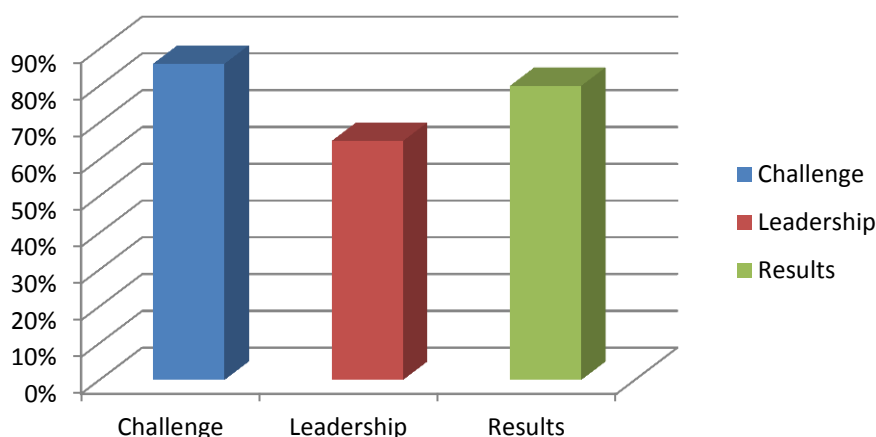
Special thanks go to Amanda Wilson for her assistance in responding to the self-assessment and organising the assessment visit.

Thanks also to all those who gave their time to attend and contribute to the CLeaR workshop – your lively engagement was greatly appreciated.

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CLeaR Messages

Brent - total marks as a % of possible score



CLeaR Domain	Max score	Self-assessment score	CLeaR Assessment score
Challenge Services	66	59	57
Leadership	54	37	35
Results	20	16	16

Your insights:

- The transition of public health to the local authority provides an opportunity for Brent to re-balance its programme of action to tackle tobacco, building support for tobacco control across the council and other public service partners.
- Though new governance arrangements for public health are still in development, you are currently putting building blocks in place to make strong links between the tobacco plan, JSNA and health and wellbeing strategy.
- You undertake a wide range of work on prevention of youth smoking, and the CLeaR model in its current form did not provide full scope to present this in detail.

Your strengths:

- We were impressed with the enthusiasm and engagement shown by the elected members present at the workshop, and would encourage them to champion tobacco control throughout the council, particularly as new governance and planning arrangements for public health fall into place.
- You presented innovative work looking at the prevalence of smoking and shisha amongst young people. You should ensure this is peer reviewed, to enhance your own learning, and widely shared.
- Brent takes a pro-active approach to compliance, which resists complacency and actively identifies emerging challenges.

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- There has been strong improvement in your smoking cessation service, delivering results that are now amongst the best in London.

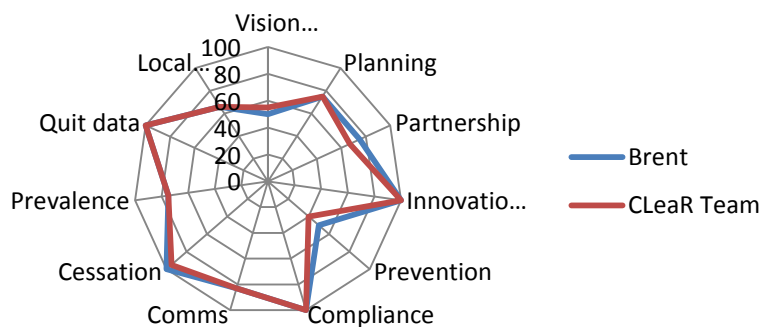
Opportunities for development:

- We discussed the opportunities within transition to build commitment to tackling tobacco across the council and ensuring this is formalised within organisational strategies and action plans. This is an important step, but be careful as well not to lose your alliance's connections with primary and secondary care and community services.
- Although co-ordination of the alliance has been mainstreamed by NHS Brent, a sustained non-PAYE budget would be a wise invest-to-save measure and help maintain momentum for improvement. Youth work was another identified area where sustained funding could enable improved planning and usefully build on the innovative activity you already have in place.
- Consider monitoring your total spend on comprehensive tobacco control to mitigate the impact of any spending cuts and ensure that you achieve the outcomes you have planned.
- Further supra-local working could achieve greater economies of scale in areas such as marketing, advocacy, and improvement (for instance through the London Health Improvement Board). What could Brent do to make this happen?
- A communications strategy covering comprehensive tobacco control (as well as the stop smoking service) may be helpful in planning pro-active advocacy and communications.
- You have an active and enthusiastic tobacco alliance who are strong advocates for your work. Ensure that despite your success – "*Brilliant Brent!*" - you maintain the openness and enthusiasm for change that has helped you to improve to this point.

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CLeaR Results

The chart below shows (in blue) Brent’s original self-assessment scoring, as a % of available marks in each section and (in red) the CLeaR team’s assessment results. Overall, the results of the peer assessment accorded closely with the self-assessment, with the CLeaR team identifying a few further areas for improvement.



Detailed comments on your assessment are as follows

CLeaR Theme	Your score	Our score	Max	Comments
Leadership				
Vision and leadership (including WHO FCTC)	9	10	18	<p>We saw strong advocacy for tobacco amongst the elected members we met – we hope this enthusiasm will translate into sustained support and focus on tobacco control through your new public health governance arrangements, once they are in place.</p> <p>As you move through transition, pay attention to preserving connections with primary and secondary care and community services.</p> <p>The council could build on its advocacy work further by agreeing a policy in line with article 5.3 of the WHO Framework Convention on Tobacco Control</p>
Planning and commissioning	9	9	12	We agree that increased member and management focus on performance against your comprehensive tobacco control plan (not just the Stop Smoking

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				<p>Service) could be supportive to your work – especially during transition.</p> <p>We recommend monitoring your total spend on comprehensive tobacco control (including partnership and in-kind contributions) A more comprehensive view of resources engaged in tobacco control could be useful to mitigate the impact of any spending cuts and ensure that you achieve the outcomes you have planned.</p>
Partnership, cross-agency and supra-local working.	19	16	24	<p>You achieved a lot through your full time tobacco alliance co-ordinator post. Now this position has been mainstreamed with wider responsibilities, ensure that momentum is not lost. We agree that a sustainable, flexible budget to support the work of the alliance would be a good invest-to-save measure.</p> <p>We saw good engagement from other council departments, this needs to be formalised more widely within organisational strategies and action plans.</p> <p>Brent should consider how it could lobby for supra local working to achieve further economies of scale in areas such as marketing, advocacy, and improvement (for instance through the London Health Improvement Board).</p>
Challenging Your Services				
Innovation and learning	10	10	10	You have many strengths in this area –try to ensure that you learn systematically and consistently from your innovations.
Prevention	5	4	10	<p>We look forward to seeing the results of your forthcoming smoke free homes programme.</p> <p>We accept your view that not all your prevention work was encompassed by CLear – but do satisfy yourselves that innovative activity accords with NICE guidance and is fully evaluated.</p>
Compliance	14	14	14	Pro-active work on compliance and

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				enforcement was a real strength, with a strong awareness of emerging challenges. Work on proxy purchasing, shisha and niche tobacco was interesting and should be shared with other boroughs.
Communications and denormalisation	10	10	12	We saw good evidence of community involvement in and through the work of the alliance. Consider a strategy to communicate and advocate for tobacco control as a whole (as well as the stop smoking service).
Cessation	20	19	20	Is there an opportunity to roll out brief advice training to a wider group of frontline employees in the local authority and other partner organisations?
Results				
Prevalence	6	6	8	Outcomes of your work to track youth smoking prevalence in cigarettes and shisha will be followed with interest.
Quit data	6	6	6	The stop smoking service is now performing to a high level.
Local Priorities	4	4	6	We support your point that as young people are a priority for you, funding for evidence-based prevention activity amongst young people needs to be sustained and protected.

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CLeaR Partnerships

This section of the report summarises the feedback from the interactive session on partnerships.

You identified the following organisations as a possible source of **resources** to support your on-going work:

- London Mayors budget
- Multi-lingual resources
- Unions
- Faith groups
- Other community groups
- Councillors and MPs
- CCGs
- Research funding
- Charities
- ASH
- Tobacco control intelligence portal
- Corporate communications
- Large organisations in the private and public sector
- Tobacconists

You felt that engagement from the following **stakeholders** was important for future activity – though not necessarily through attendance at alliance meetings

- Housing
- Employers
- Children's services (facilitated through encouragement from elected members)
- Councillors (possibly using a scrutiny review to raise awareness)
- NHS primary
- Acute / mental health
- Schools
- Faith groups

You also made a number of **personal commitments** to partnership working which are included in a separate note.

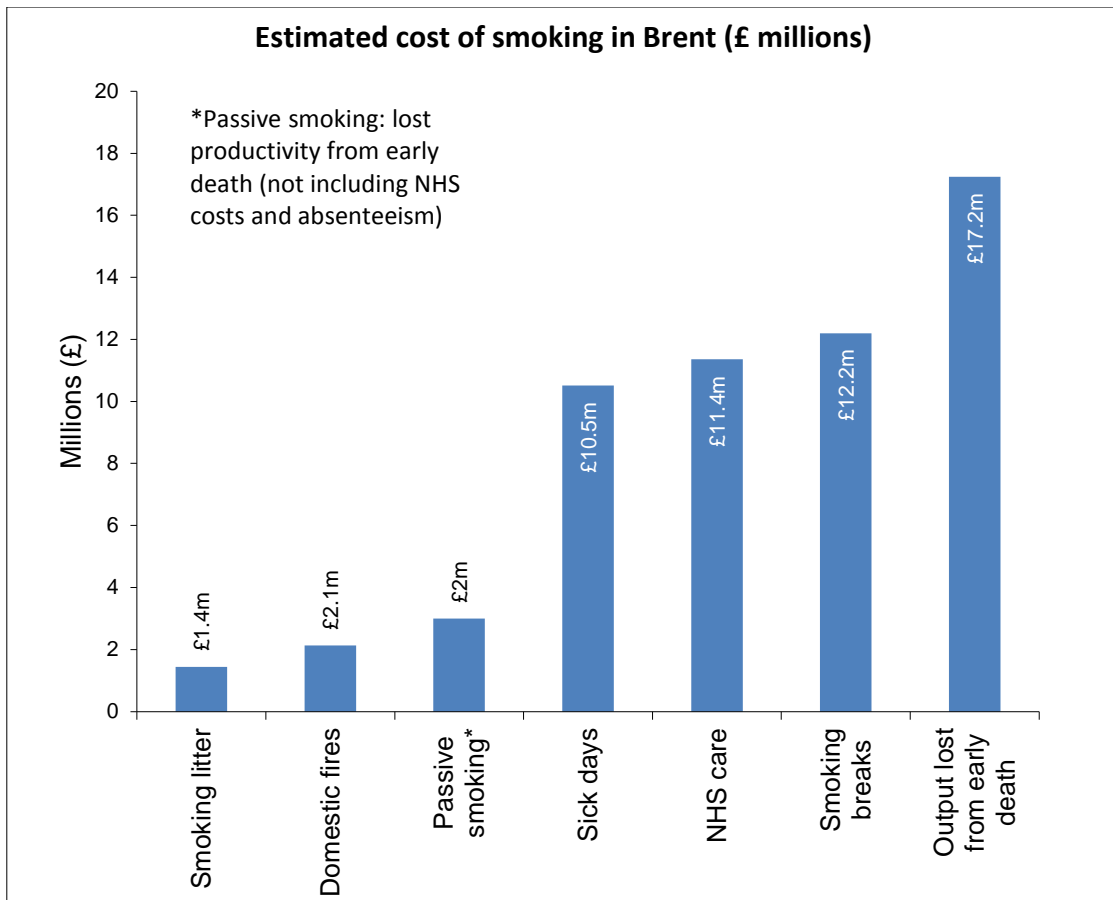
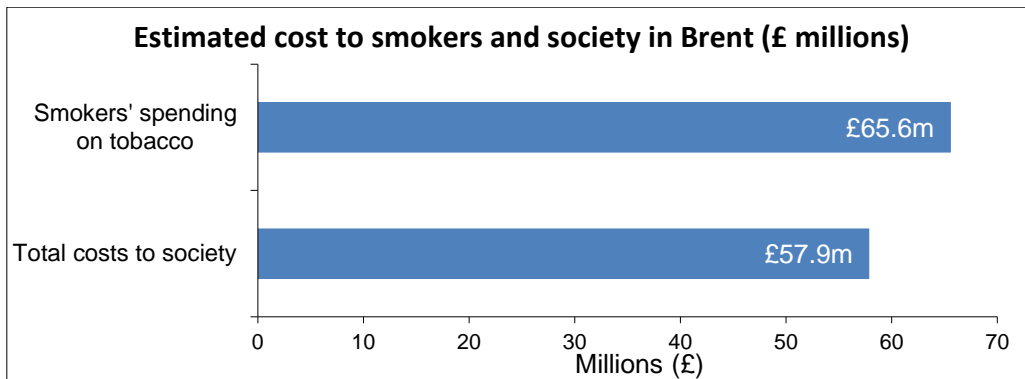
CLeaR Opportunities

Brent's estimated (adult) smoking population is **37,100** people.

When the wider impacts of tobacco-related harm are taken into account, it is estimated that the cost of smoking to society in Brent is **£57.9m** each year. In addition the local population spend **£65.6m** on tobacco-related products.

As smoking is closely associated with economic deprivation, this money will be disproportionately drawn from Brent's poorest citizens and communities.

See www.ash.org.uk/localtoolkit/ for more details



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CLear Resources

A briefing on investment and local authority pension funds -

http://ash.org.uk/files/documents/ASH_831.pdf

NICE guidance on smoking and tobacco <http://www.ash.org.uk/stopping-smoking/for-health-professionals/nice-guidance-on-smoking>

Information on the business case for tobacco control, and a toolkit of resources for Directors of Public Health, local authority officers and members can be found at

<http://www.ash.org.uk/localtoolkit>

Further local information on the business case for tobacco can be found at

<http://www.brunel.ac.uk/about/acad/herg/research/tobacco>

The NCSCT have a range of resources which may interest you – see for instance

NCSCT Training and Assessment Programme (free) - developed for experienced professionals working for NHS or NHS commissioned stop smoking services who want to update or improve their knowledge and skills - as well as newcomers to the profession, who can gain full NCSCT accreditation.

<http://www.ncsct.co.uk/training>

Very Brief Advice on Smoking – a short training module for GPs and other healthcare professionals to help increase the quality and frequency of Very Brief Advice given to patients who smoke.

<http://www.ncsct.co.uk/VBA>

Very Brief Advice on Second-hand Smoke - a short training module designed to assist anyone working with children and families to raise the issue of second-hand smoke and promote action to reduce exposure in the home and car.

<http://www.ncsct.co.uk/SHS>

NCSCT Streamlined Secondary Care System (cost available on request) a whole hospital approach to stop smoking support for patients

(More information – <http://www.ncsct.co.uk/delivery/projects/secondary-care> - contact Liz.hughes@ncsct.co.uk)

NCSCT Provider Audit - is a system of national accreditation designed to support local stop smoking service commissioners and providers to demonstrate whether the support they provide meets minimum standards of care and data integrity. This aims to complement any existing internal quality assurance processes whilst its independent nature provides external assurance of quality and performance.

(More information - <http://www.ncsct.co.uk/delivery/projects/audit-of-local-stop-smoking-services> - contact Isobel.williams@ncsct.co.uk)

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CLeaR next steps

Thank you for using CLeaR.

Having completed your self-assessment and CLeaR challenge workshop, you will now be awarded CLeaR accreditation until May 2014. This gives you the right to use the CLeaR logo and automatic entry to the forthcoming CLeaR awards which will be held for the first time in 2013.

In the meantime we invite you to:

- share the report with partners and stakeholders, and develop actions based on the recommendations;
- contact us if you'd like to discuss commissioning further support for tobacco control;
- take up CLeaR membership and train members of your staff as peer assessors, to enable you to participate in, and learn from, other assessments in your region;
- repeat self-assessment in 12 months time to track how your score improves; and
- consider commissioning a CLeaR re-assessment in 2014.

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